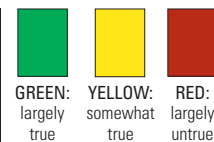


## How Mature Are Your PROCESSES?

You can evaluate the maturity of a business process and determine how to improve its performance by using this table. Decide how the statements defining the strength levels, from P-1 to P-4, for each enabler apply to the process that you

are assessing. If a statement is largely true (at least 80% correct), color the cell green; if it is somewhat true (between 20% and 80% correct), shade the cell yellow; and if it is largely untrue (less than 20% correct), mark the cell red.



		P-1	P-2	P-3	P-4	P-1	P-2	P-3	P-4
Design	Purpose	The process has not been designed on an end-to-end basis. Functional managers use the legacy design primarily as a context for functional performance improvement.	The process has been redesigned from end to end in order to optimize its performance.	The process has been designed to fit with other enterprise processes and with the enterprise's IT systems in order to optimize the enterprise's performance.	The process has been designed to fit with customer and supplier processes in order to optimize interenterprise performance.				
	Context	The process's inputs, outputs, suppliers, and customers have been identified.	The needs of the process's customers are known and agreed upon.	The process owner and the owners of the other processes with which the process interfaces have established mutual performance expectations.	The process owner and the owners of customer and supplier processes with which the process interfaces have established mutual performance expectations.				
	Documentation	The documentation of the process is primarily functional, but it identifies the interconnections among the organizations involved in executing the process.	There is end-to-end documentation of the process design.	The process documentation describes the process's interfaces with, and expectations of, other processes and links the process to the enterprise's system and data architecture.	An electronic representation of the process design supports its performance and management and allows analysis of environmental changes and process reconfigurations.				
Performers	Knowledge	Performers can name the process they execute and identify the key metrics of its performance.	Performers can describe the process's overall flow; how their work affects customers, other employees in the process, and the process's performance; and the required and actual performance levels.	Performers are familiar both with fundamental business concepts and with the drivers of enterprise performance and can describe how their work affects other processes and the enterprise's performance.	Performers are familiar with the enterprise's industry and its trends and can describe how their work affects interenterprise performance.				
	Skills	Performers are skilled in problem solving and process improvement techniques.	Performers are skilled in teamwork and self-management.	Performers are skilled at business decision making.	Performers are skilled at change management and change implementation.				
	Behavior	Performers have some allegiance to the process, but owe primary allegiance to their function.	Performers try to follow the process design, perform it correctly, and work in ways that will enable other people who execute the process to do their work effectively.	Performers strive to ensure that the process delivers the results needed to achieve the enterprise's goals.	Performers look for signs that the process should change, and they propose improvements to the process.				
Owner	Identity	The process owner is an individual or a group informally charged with improving the process's performance.	Enterprise leadership has created an official process owner role and has filled the position with a senior manager who has clout and credibility.	The process comes first for the owner in terms of time allocation, mind share, and personal goals.	The process owner is a member of the enterprise's seniormost decision-making body.				
	Activities	The process owner identifies and documents the process, communicates it to all the performers, and sponsors small-scale change projects.	The process owner articulates the process's performance goals and a vision of its future; sponsors redesign and improvement efforts; plans their implementation; and ensures compliance with the process design.	The process owner works with other process owners to integrate processes to achieve the enterprise's goals.	The process owner develops a rolling strategic plan for the process, participates in enterprise-level strategic planning, and collaborates with his or her counterparts working for customers and suppliers to sponsor interenterprise process-redesign initiatives.				
	Authority	The process owner lobbies for the process but can only encourage functional managers to make changes.	The process owner can convene a process redesign team and implement the new design and has some control over the technology budget for the process.	The process owner controls the IT systems that support the process and any projects that change the process and has some influence over personnel assignments and evaluations as well as the process's budget.	The process owner controls the process's budget and exerts strong influence over personnel assignments and evaluations.				
Infrastructure	Information Systems	Fragmented legacy IT systems support the process.	An IT system constructed from functional components supports the process.	An integrated IT system, designed with the process in mind and adhering to enterprise standards, supports the process.	An IT system with a modular architecture that adheres to industry standards for interenterprise communication supports the process.				
	Human Resource Systems	Functional managers reward the attainment of functional excellence and the resolution of functional problems in a process context.	The process's design drives role definitions, job descriptions, and competency profiles. Job training is based on process documentation.	Hiring, development, reward, and recognition systems emphasize the process's needs and results and balance them against the enterprise's needs.	Hiring, development, reward, and recognition systems reinforce the importance of intra- and interenterprise collaboration, personal learning, and organizational change.				
Metrics	Definition	The process has some basic cost and quality metrics.	The process has end-to-end process metrics derived from customer requirements.	The process's metrics as well as cross-process metrics have been derived from the enterprise's strategic goals.	The process's metrics have been derived from interenterprise goals.				
	Uses	Managers use the process's metrics to track its performance, identify root causes of faulty performance, and drive functional improvements.	Managers use the process's metrics to compare its performance to benchmarks, best-in-class performance, and customer needs and to set performance targets.	Managers present the metrics to process performers for awareness and motivation. They use dashboards based on the metrics for day-to-day management of the process.	Managers regularly review and refresh the process's metrics and targets and use them in strategic planning.				